

**DUFFY ADMINISTRATION PRIORITY STRATEGIES-2ND QUARTER 2006**  
**200-Day Goals**

**PUBLIC SAFETY**

**1. Increase the 24/7 street visibility of City staff across multiple departments to reduce rates of violent crime in our most at-risk neighborhoods.**

*STATUS: In Progress -- Pilot initiative and training is rolling out in July. It includes multiple City departments and vehicles. City staff will be more visible in at-risk areas and trained to recognize situations that could escalate into violence and to call 911.*

*One example is the “Cool Sweep” plan to turn fire hydrants on for city children on days when the temperature exceeds 85-degrees Fahrenheit. City personnel and vehicles will be visible and active in certain at-risk areas during this effort.*

*This project also includes significant increase in foot and bike patrols from the Rochester Police Department (RPD) as well as programs, such as “Operation Impact.”*

**2. Design an 11 p.m. to 6 a.m. curfew for youths under 16 for the summer that can be cost-effectively implemented and enforced.**

*STATUS: In Progress -- Pilot program will be in effect in August and legislation is pending before City Council.*

**3. Increase foot and bike patrols within the Inner Loop, to increase actual and perceived levels of safety.**

*STATUS: In Operation -- One Sergeant and six police officers from the Westside Division have been permanently assigned to bike and foot patrols downtown. In addition, five officers have been reassigned from the Public Safety Building to take part in these patrols.*

**4. Continue to revise our Police, Fire and 911 recruitment, testing and overtime reduction strategies, to enable us to be at authorized strength with sufficient diversity.**

*STATUS: In Operation -- In June a recruitment team from the Bureau of Human Resource Management was formed to work with the Rochester Police and Fire Departments (RPD and RFD) to enhance recruitment efforts. Funding has been identified to accomplish their goals, including dollars for advertising and personnel.*

*STATUS: In Progress -- Testing – We have increased the number of police exams from one to two per year. We are exploring a contract with a vendor to provide a City of Rochester Firefighter exam to help increase diversity among the applicants.*

*STATUS: In Progress -- Overtime Reduction – We have cut the RPD hiring time-line in half, from 15 months to 7.5 months, thereby providing approximately 40 candidates who will be ready for the Academy this August. These new hires will reduce the need for overtime. We will be using the same strategies for the RFD hiring process.*

## **EDUCATION**

**1. Implement an anti-truancy policy with the City School District that will increase student attendance in April/May/June.**

*STATUS: Completed -- The anti-truancy program was implemented on April 5, 2006, and ended concurrently with the school year on June 9, 2006. During this 65-day period, there were 437 youth contacts made by the RPD and the Mayor's Pathways to Peace Office. Of those contacts, 164 were truancy related. 109 of those youth were returned to City School District operated Centers; 48 were returned to their schools; and 5 were returned home. There were a total of 107 truancy calls to police during this time period.*

**2. Initiate meetings of the Superintendent's Leadership Council, to focus all constituencies on strategies that improve attendance, literacy, physical fitness, student behavior and graduation rates.**

*STATUS: In Progress -- The Leadership Council met in June and will reconvene later this month to concentrate on their four key areas: to implement the Rochester Children's Zone; Truancy Reduction; Volunteer Literacy Coach Program to implement Project CARE; and to work with the Hillside Children's Work-Scholarship Program to provide more than 3,000 students in Grades 7-12 with an advocate.*

**3. Kick off a community-wide campaign to increase literacy of at-risk students and their families.**

*STATUS: In Progress -- The City has organized a 24-member Literacy Campaign Committee, which met on May 23, 2006, to define their goals and strategies to combat illiteracy. Best practices from around the country are currently being examined. Once the report and review*

*are completed, the Mayor will host a Literacy Summit in October 2006 to kick off the campaign.*

**4. Design and deliver services to improve the environment for student learning and better leverage our investments in library, recreation and human services with those of the City School District.**

*STATUS: In Progress -- City staff is working with the City School District and the Library to create the Ryan Center which will bring literacy, education and recreation together under one roof. We have jointly embarked in piloting a new specialty camp at Edison Tech and Charlotte High School that combines sports, arts, humanities and tutorials. We are developing an identification card for our recreation centers that will also have a library bar code attached to allow simultaneous access to City facilities and libraries.*

*The Digital Ripple project is underway with Rochester After School Academy in the Edgerton Community Center that teaches youth the benefit of the wireless network in our community. The City is also facilitating the Home Library pilot project that encourages school children, volunteer mentors and parents to read together.*

**5. Successfully implement Summer of Opportunity for youth to contribute positively by working in our community.**

*STATUS: In Operation -- The Administration secured \$300,000 in state funding to finance the initiative. A total of 1,130 students applied for the program. 653 received job readiness training and from that group 445 were placed in part-time jobs for the summer break. This effort also addresses the public safety issue by keeping young adults off street corners and providing them with valuable work experience and an opportunity to develop career skill sets.*

## ECONOMIC DEVELOPMENT

### 1. Complete closing of ferry sale.

*STATUS: Pending -- The City has a purchase agreement with Euroferries for \$29.8 M dollars. All certificates, documents and inspections under the City's control are finalized. The City awaits Euroferries financing to be complete to allow closure on the deal. The company has agreed to pay \$6,000 per day in expenses incurred until they take possession of the vessel.*

### 2. Oversee plans for next phase of South Avenue Garage restoration.

*STATUS: Pending -- The City is awaiting the final report from WJE Engineers & Architects, PC, which will provide information on the cause of the collapse, safety concerns and a review of the design and construction of the rehabilitation project. FRA Engineering has provided the options for engineering and construction phase designs for the Helix repair portion. The \$6.5 M Phase III repair project that was underway prior to the collapse has resumed and will continue until completion in September 2007. A partial reopening of the Garage is planned for August of this year.*

### 3. Design and implement revised policies related to lead paint inspection, Certificate of Use and code enforcement that better reflect our priority to help property owners and tenants maintain the value and condition of their parcels.

*STATUS: In Operation -- The City began implementing the Lead Paint Poisoning Prevention Program as of July 5, 2006.*

*STATUS: Pending -- Code Enforcement – The Mayor has submitted legislation to City Council, which was approved on July 18, 2006. This will allow NET to concentrate property conservation efforts in the areas with the most need. Single and two-family homes now require a Certificate of Occupancy every six years instead of five. This will free up staff to concentrate on multiple dwelling units, which will be examined every three years instead of five. Finally, changes in the Certificate of Use program have reached internal consensus and will likely go before Council in September.*

**4. Implement our aggressive demolition schedule and, in partnership with businesses, banks and developers, continue to design strategies to dramatically increase investment in City property.**

*STATUS: In Operation -- In April the City launched an aggressive demolition campaign to eliminate blighted structures throughout the city and eliminate an existing backlog. Since the beginning of the year, 113 structures have been demolished. Another 51 properties are bid and will be awarded by July 21, 2006, and 78 more will be demolished by early September.*

*STATUS: In Progress -- Investment -- The Mayor continues to work with private sector companies on housing purchase initiatives and community investment/redevelopment.*

**5. Better coordination of property inspections across Fire, Community Development, Police and NET.**

*STATUS: Pending -- Coordination of Property Inspections -- A committee of City staff recommended, and the Mayor approved of, an action plan to reduce the redundant and overlapping inspections of multi-family dwellings done by Community Development, NET and the Fire Department. Under the new plan, the City Fire Department has transferred approximately 1,000, residential inspections (3 - 6 units) to NET. NET and Community Development are in discussions to transfer another large block of inspections (possibly as many as another 1,000) to NET. The plan will reduce staff time/ personnel costs and provide more accommodating customer service.*

**6. Focus economic development efforts on retention and growth of businesses currently located in the City, through streamlined development processes, unparalleled customer outreach and creative financial incentives.**

*STATUS: In Progress -- The Mayor and the Commissioner of Economic Development have initiated aggressive customer sales calls with city business CEOs. The Commissioner is also working with the City Purchasing Department to place an emphasis on making small contracts/purchases from City businesses. Work is on-going with the Thurston Road commercial strip and the Commissioner continues to meet with the Rochester Black Business and Hispanic Business Associations to provide financial and technical assistance. The Commissioner is also working with these Associations to mentor other area businesses.*

*Measurement – Within the last 200 days, there have been 657 jobs created, 1,680 jobs retained and \$33.5 M in investment in city-based projects.*

## **CUSTOMER SERVICE**

- 1. Promote operating and capital budgets, and secure federal/state funding, that position us to be the best mid-sized city in which to live, work and raise a family.**

*STATUS: Competed and Ongoing -- The City secured \$17.9 M in State Municipal Aid to the City of Rochester. This was the largest increase in the State during the 2006/07 SFY and the largest increase in the City's history. In addition, he helped secure \$12.0 M in capital funding to demolish and rebuild portions of the South Avenue Parking Garage. The City also secured a State budget member item for \$300K to initiate the "Summer of Opportunity" Program to provide jobs to City youth.*

*STATUS: Competed and Ongoing -- The Administration believes that funding for arts, culture and quality of life are economic drivers. The Mayor's first Budget included \$300 K to re-open Durand Beach. Additional funding was provided for the Rochester Philharmonic Orchestra; Arts and Cultural Council; "Pole-A-Poolza" Liberty Pole Concert Series; the Rochester International Jazz Fest; Music Fest; Party in the Park; Puerto-Rican Festival; Cari-Fest; and Band on the Bricks at the Public Market.*

- 2. Kick off the first phase of Rochester by the Numbers (RBN) priority measures, focused on improving response times and levels of customer satisfaction.**

*STATUS: In Progress -- The RBN process is now being implemented. Every Department and Bureau has established draft indicators and goals to measure and improve customer service. There are two meetings planned during the month of August for department heads to report progress on their goals and to be held accountable by the Mayor. The draft measures will be compared to the Administration's goals and policy priorities in order to establish final measures for each Department.*

- 3. Design and begin to implement our 311/One Call to City Hall system, to improve access to and responsiveness of City Hall staff.**

*STATUS: In Progress -- The target roll out date is September 2007. A Steering Committee is in place and all affected Departments have assigned coordinators as part of the group. There is a draft design for a new Call Center.*

**4. Establish Mayor's Office of Volunteerism (MOVE) and Center for Community Engagement.**

*STATUS: In Progress -- The goal is to establish a sustainable volunteer effort through working with City staff and the Center for Community Engagement at St. John Fisher College. MOVE and the Center will enable people to invest in the betterment of their own community and will act as a conveyor, catalyst and sponsor for public/private partnerships working through public agencies, civic and grass roots organizations, businesses and non-profit institutions. The goal is to have MOVE operational in September 2006.*

**5. Successfully execute our Spring Clean-Up campaign in all six areas of the City.**

*STATUS: Completed -- The Administration's initiative exceeded everyone's expectations. The response from the region-wide community was tremendous with more than 3,500 volunteers taking part in the six-week project. DES crews collected over 1,500 tons of refuse during the week-long collections and "Saturday Sweeps" in the six NET areas. Clean Sweep showed Rochester's spirit at its best.*